

Kearns & West Initial High-Level Strategic Plan Recommendations

Background and Purpose

The below recommendations represent a synthesis of the priorities, concerns, and suggestions on the current strategic plan that were gathered through three modes: targeted surveys; workshops; and a “homework assignment” for staff. Each survey sought input on the effectiveness of the current strategic plan and means to improve it, and was tailored toward its respective audience. For example, the staff survey sought input on the extent to which the strategic plan affects and guides their day-to-day work. A staff-specific workshop on February 13th and a Commissioner workshop on March 2nd (open to staff and the public) provided opportunities to reflect on the utility and role of the current strategic plan and discuss revisions to the strategic plan. The “homework assignment” involved a request to BCDC’s Senior Management for each division (Regulatory, Planning, and Administrative) provide specific examples of how of the current strategic plan goals and objectives have or have not been accomplished.

Several common themes emerged from the input received. Kearns & West’s Initial recommendations for revising the strategic plan stem from a synthesis of these common themes. Our recommendations are organized into the two high-level categories:

1. **Process Recommendations** that include how to implement the new strategic plan and suggestions on the strategic plan’s format and level of detail.
2. **Priorities for the new strategic plan** that speak to what staff, Commissioners, and the public would like to see continued in the plan as well as topics that were not sufficiently addressed in the previous strategic plan.

Kearns & West is recommending these key finding be considered as a source of guidance for the Drafting Team as they update the strategic plan.

Kearns & West Initial Recommendations

Process Recommendations

1. Make the goals and objectives more detailed and measurable (for the objectives).
2. Move the goals and objectives toward the front of the document so that they are more prominent and accessible.
3. Develop new goals and objectives (rather than refining the existing ones).
4. Identify the appropriate level for addressing rising sea level (RSL). Consider whether it more appropriate fits as a goal or as an objective within a broader goal. Incorporate the Final Recommendations from the Commissioner Workshop Series, either as objectives or actions.
5. Ensure that the Plan is “strategic” (i.e., it provides guidance to BCDC on how to achieve its priorities) rather than comprehensive.
6. Take steps to ensure the Plan’s utility. Key steps could include:
 - a. Include a “How to use this Plan” section at the beginning.
 - b. Share the plan with Commissioners and all staff, and ensure it is part of the training packet for new Commissioners and staff.
 - c. Take steps to better tie-in the plan to day-to-day work.
 - d. Schedule regular check-ins with staff and Commissioners to discuss progress and accomplishments relating to the strategic plan.

7. Revisit the mission statement to ensure it resonates with both the mandated role of BCDC but also BCDC's evolving challenges and opportunities.

Priorities for the Revised Strategic Plan

1. Continuity: The following topics were called out in the previous strategic plan and should be carried forward as priorities in the updated version.
 - a. RSL
 - i. RSL is more important now for BCDC than it was for the 2013 plan.
 - ii. Describe the urgency of addressing RSL and implications for not addressing it (e.g., equity, economic impacts).
 - iii. Integrate the Final Recommendations from the Commissioner Workshop Series.
 - b. Organization Health and Performance (Goal 3 from existing plan)
 - i. What are the priority objectives moving forward? What has not been completed in the current Plan?
 - ii. Include some framing text that describes how achievement of other goals and objectives are ultimately dependent on how well BCDC achieves its goals and objectives around organizational health and performance.
 - iii. Emphasize the need for adequate staff and monetary resources.
 - c. Cooperation and Governance
 - i. Clarify and address jurisdictional issues (e.g., where jurisdictions overlap).
 - ii. Include objectives on both inter- and intra-agency coordination.
 - d. Outreach
 - e. Permitting Procedures
 - f. Proactive Planning
 - g. Enforcement
2. Gaps: The following topics were not adequately addressed in the current strategic plan and should be clearly emphasized in the revised one.
 - a. Restoration. Is this an objective under a broader goal, or does it rise to the level of its own goal?
 - b. Explicitly identify and address environmental justice (EJ) objectives.
 - c. RSL (greater emphasis and detail in how RSL is to be addressed)
 - d. More robust stakeholder and public outreach.